



OUR PLAN
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CITY OF MILWAUKIE | COMPREHENSIVE PLAN UPDATE

Milwaukie Comprehensive Plan Update

Block 1 Community Survey Summary Report

Draft – 6/21/2018

Prepared for:



CITY OF MILWAUKIE

Prepared by:



enviroissues

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Introduction

The City of Milwaukie is in the process of updating its Comprehensive Plan. City staff and the community-based Milwaukie Comprehensive Plan Advisory Committee (CPAC) are developing goals and policies for the new Comprehensive Plan in four planning “blocks.” Each block is comprised of several key topic areas. The four Block 1 topic areas include:

- Economic development
- Urban growth management
- Community engagement
- History, arts and culture

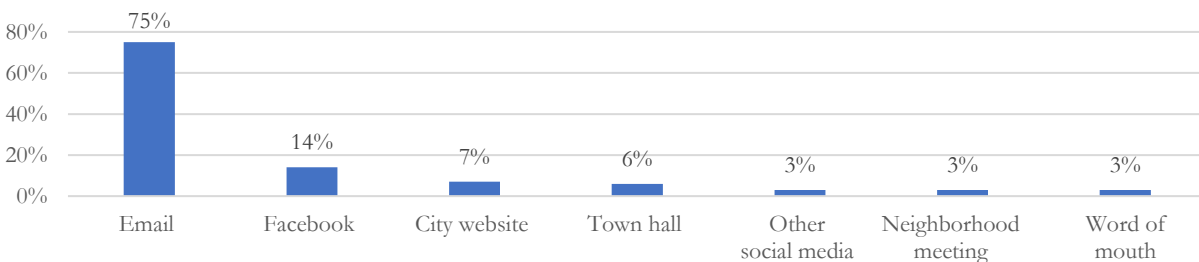
Community review and engagement are vital to the comprehensive planning effort. In April 2018, approximately 120 members of the public attended a town hall on Block 1 topics. CPAC members and City staff used the feedback provided at the town hall to refine draft goal and policy language. Between May 31 and June 14, 2018, the City hosted an online survey to collect additional feedback on the revised goals and policies. This report summarizes the online survey results.

In total, 88 people completed the survey, and an additional 35 people answered at least one non-demographic question.

Methodology and survey design

The survey was distributed via the Comprehensive Plan email update list, the City of Milwaukie’s social media accounts, and publicized by CPAC and City Council members. It was also featured on the City of Milwaukie’s website. Figure 1 summarizes how respondents heard about the survey. Everyone who completed the survey had the opportunity to enter to win a \$50 gift card to Wind Horse Coffee or ChaChaCha!

Figure 1: How respondents heard about the survey (N=100)



Respondents could complete the survey in English or Spanish. Respondents could toggle between the English and Spanish versions, and a direct link to the Spanish version was distributed to interested Spanish-speaking community members via Maria Perdomo, Ready, Set, Go! Program Coordinator with Metropolitan Family Services. Four respondents accessed the survey in Spanish, and one person completed the Spanish version. The City continues to expand its outreach efforts and network of community partners in an effort to gather feedback from a broad spectrum of the Milwaukie community. The demographic information presented later in this report illustrates that the City can still improve on engaging historically underrepresented groups.

The online survey was comprised of 54 questions. Respondents were invited to provide feedback at the goal and policy level and were asked a series of demographic questions. At the goal level, respondents were asked whether the goal statements are moving in the “right” or “wrong” direction using a four-point scale, with a score of “4” being “right direction” and a score of “1” being “wrong direction.” Respondents who felt the goal was moving the “wrong direction” were asked to explain why.

After each goal-level question, respondents were asked if they wanted to provide feedback at the policy level. Overall, around 43 percent of all survey respondents provided policy-level feedback on at least one goal. Policy-level questions asked respondents to identify the policy or policies (depending on the number associated with each goal) they felt was most important. The length of the survey resulted in some survey fatigue, with around a 15 percent fall off response rate between the first set of goal-level questions (Economic Development) and the last (History, Arts and Culture). However, “N” remained above 100 for all goal-level questions throughout the survey, and the proportion of respondents who answered policy-level questions remained between 37-48 percent of those who reached that page in the survey throughout (with the some of the highest response rates for the final two topics). For future surveys, randomizing the order of topics will help achieve a more even response rate.

The survey was designed as an outreach questionnaire with the goal of engaging as many members of the Milwaukie community as possible. The results are not statistically representative, meaning the respondent sample is not predictive of the opinions of the Milwaukie population as a whole. Furthermore, the sample size for many questions—particularly at the policy level—is small. The results will be used to inform further discussion and refinement by CPAC members, the Planning Commission, and City Council.

Key take-aways

Overall findings

- A strong majority of respondents (87 percent or more) felt all goal statements are moving in the “right direction” (see Appendix A for summary chart).
- Respondents who felt certain goals were not moving in the right direction discussed the following common themes:
 - **Unclear or confusing language:** Several commenters noted vague terms and jargon made it difficult to understand the clear intent of some goals.
 - **Concern about City priorities and taxpayer expenditures:** Some comments stated money should be focused on job creation or other issues.
 - **Importance of inclusion and equity:** Some commenters expressed a desire to see this called out more clearly in some goals.
 - **Concern about rapid change and importance of preserving Milwaukie’s identity:** Several comments expressed the importance of retaining the quality of life that makes Milwaukie unique.

Economic Development

- Respondents indicated all Economic Development goals are moving in the right direction. Support for the Workforce, Training and Collaboration goal is particularly strong (96 percent).
- Some language used is vague or unclear, e.g. “nimble” and “adequate land supply.”
- The highest prioritized Economic Development policies include:
 - Attract and foster businesses that hire and support local workers
 - Encourage entrepreneurship and incubating new ideas
 - Work with partners to provide workforce training to Milwaukie residents
 - Create a series of distinct neighborhood hubs
 - Improve infrastructure and utilities to support economic resilience

Urban Growth Management

- Respondents indicated goals around Annexation and Urban Form are both moving in the right direction. Support for the Urban Form goal was very high, with 75 percent saying this is strongly moving in the right direction.

- Concerns around these goals and policies are largely related to preserving Milwaukie's identity and quality of life.
- Some respondents requested more clarity around the intent and language used in these goal and policy statements, e.g. "urban form" and "Milwaukie Planning Area."
- The highest prioritized Urban Growth Management policies include:
 - Ensure annexation programs respect Milwaukie's community identity
 - Require annexation where properties receive City services
 - Support the Metro 2040 Growth Concept for Milwaukie

Community Engagement

- Respondents felt all community engagement goals were moving in the right direction. Support was particularly strong for the first three goals, where more than 80 percent of respondents selected 4 out of 4 on the four-point scale.
 - Foster broad and collaborative participation (85 percent selected 4 out of 4)
 - Maintain transparency and accountability (84 percent)
 - Promote inclusion and diversity (82 percent).
 - Support and inform the community through NDAs (76 percent)
- Around a fifth of respondents (20 percent) feel upholding Neighborhood District Associations (NDAs) is a move somewhat in the right direction (3 out of 4). Commenters suggested NDAs should not be the only outlet for community engagement and efforts should be taken to make them more accessible and inclusive.
- Comments on Community Engagement goals focused on clarifying "who" is to be engaged through City engagement efforts and ensuring language addresses reducing barriers to participation.
- The highest prioritized Community Engagement policies include:
 - Keep the community informed of involvement opportunities using a range of tactics
 - Allow NDAs to give testimony to the City Council and Planning Commission on matters affecting their neighborhoods
 - Prioritize resources for inclusive engagement
 - Encourage diverse participation in City committees and commissions

History, Arts and Culture

- Echoing the other three sections, respondents overwhelmingly felt the History, Arts and Culture goals were moving in the right direction.
- Those who had concerns about the direction of these goals emphasized the importance of prudent spending of taxpayer dollars, clarifying language around "creative spaces," ensuring arts are balanced with other City priorities, and focusing on inclusion and accessibility.
- The highest prioritized History, Arts and Culture policies include:
 - Recognize Milwaukie's indigenous cultures, people and history
 - Provide opportunities for public art throughout the city
 - Incentivize creation of spaces conducive to community gathering, art and events
 - Support arts education in Milwaukie

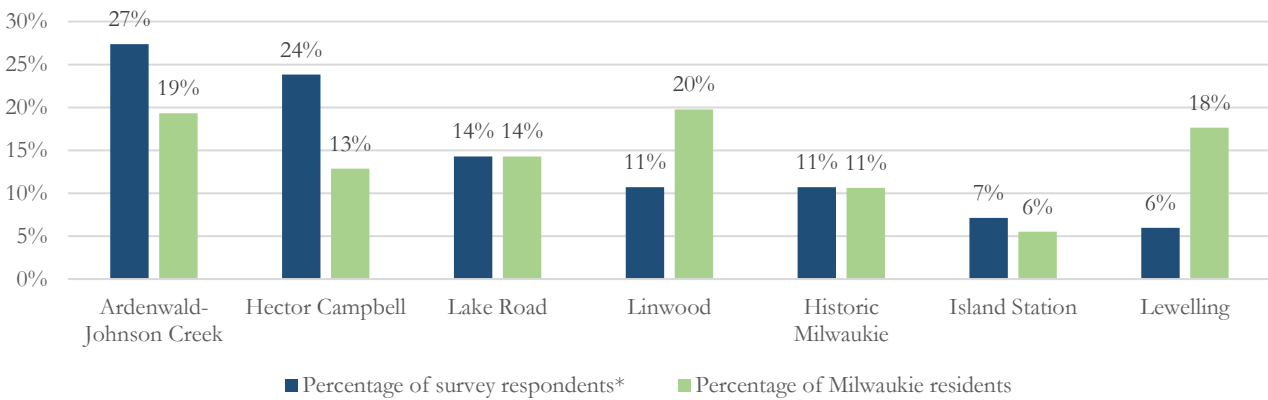
Who we heard from

The following sections summarize demographic information provided by survey respondents. Overall, survey respondents were more likely to be white, live in households with three or more people, and be older and have higher incomes than the average Milwaukie resident.

Neighborhoods

Figure 2 shows the percentage of survey respondents by neighborhood. The neighborhoods of Ardenwald-Johnson Creek and Hector Campbell were overrepresented in the survey sample, while Linwood and Lewelling were underrepresented.¹ In addition, 15 percent of all respondents live outside of the city limits in Oak Grove, Gladstone or Jennings Lodge.

Figure 2: Survey respondents by neighborhood compared to neighborhood populations (N=84 within Milwaukie limits)

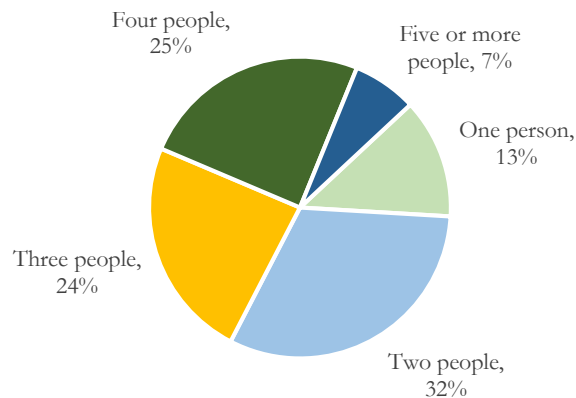


*Percentages of respondents who live in Milwaukie. Fifteen respondents (15% of all respondents) live outside the city limits.

Family size

Figure 3 shows household size of survey respondents. More than half of all survey respondents come from families of three or more people, while around 13 percent live alone and 32 percent live in households of two people. The average household size in Milwaukie in 2016 was 2.29 people.²

Figure 3: Household size of survey respondents (N=101)



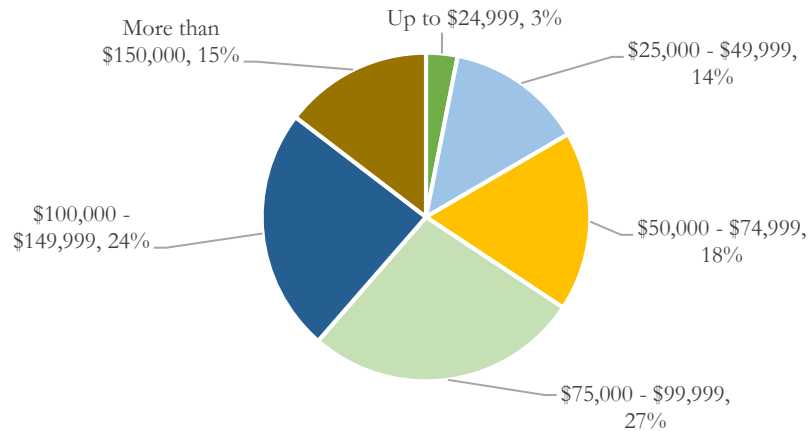
¹ U.S. Census Bureau data for neighborhood populations gathered through Statistical Atlas, <https://statisticalatlas.com>.

² American Community Survey (2012-2016), U.S. Census Bureau, <https://www.census.gov/quickfacts>.

Income

Figure 4 shows the distribution of household income among survey respondents. Survey respondents tend to have higher incomes than Milwaukie residents as a whole. Respondents with household incomes under \$50,000 were underrepresented (17 percent of respondents compared to 45 percent of all Milwaukie residents).³ In turn, those with incomes over \$100,000 were overrepresented (39 percent of respondents compared to 17 percent of all residents).

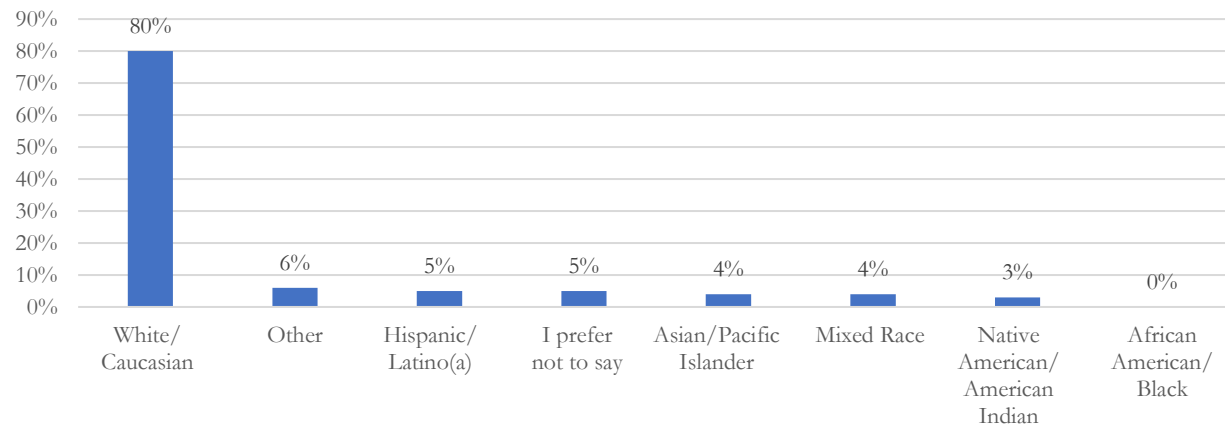
Figure 4: Income distribution of survey respondents (N=96)



Race/ethnicity

Figure 5 shows the race/ethnicity of survey respondents. Compared to U.S. Census and North Clackamas School District data, Hispanic/Latino(a) and African American/Black respondents are underrepresented in this sample size.⁴

Figure 5: Race/ethnicity of survey respondents (N=100)



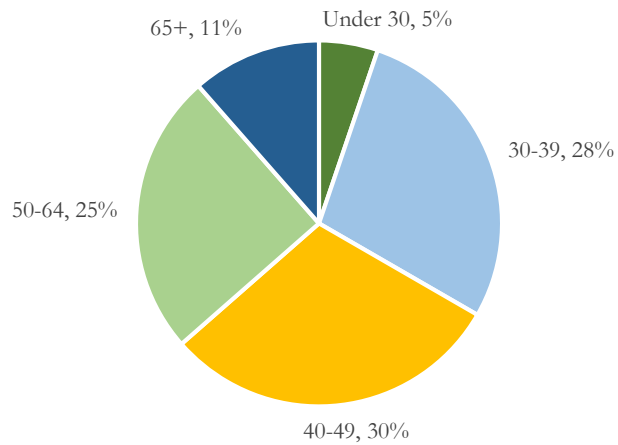
³ Ibid.

⁴ According to American Community Survey (2012-2016) data, 8 percent of Milwaukie residents are Hispanic/Latino(a) and 2 percent are African American/Black. North Clackamas School District data for students in the Milwaukie feeder school system indicate 30 percent of students are Hispanic/Latino(a) and 3 percent are African American/Black.

Age

Figure 6 shows the distribution of survey respondents by age. The average age of respondents was 52. Respondents under 30 are underrepresented by the survey sample (5 percent of survey respondents are under 30, compared to 32 percent of the community as a whole). Respondents aged 40-64 are overrepresented (55 percent compared to 36 percent of the community as a whole).

Figure 6: Age distribution of survey respondents (N=96)



Survey results

Economic Development

Respondents provided feedback on three proposed goals and their related policies within the Economic Development section. The Economic Development chapter of the Comprehensive Plan will account for emerging trends and technology as well as the Comprehensive Plan's quadruple bottom line framework of People, Place, Planet and Prosperity.

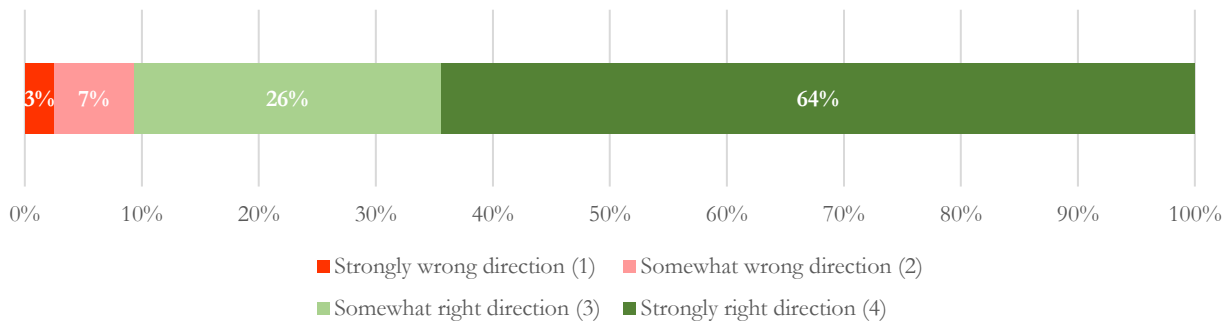
Goal: Current and Future Economic Land Use

Provide a diverse range of uses, services and amenities that contribute to a sustainable, equitable and resilient economy and are nimble to changing land uses and technology.

Right direction/wrong direction

Participants were asked whether this goal statement is moving in the right or wrong direction. Around 90 percent of respondents indicated it is moving somewhat (26 percent) or strongly (64 percent) in the right direction, while 10 percent said it was not (Figure 7).

Figure 7: Feedback on Current and Future Economic Land Use Goal (N=118)



If a respondent did not feel the goal was moving in the right direction, they were asked to explain why. In total, 16 respondents provided comments. Many of these respondents expressed confusion around the word “nimble,” noting a clearer word is needed. Some expressed concern about economic land use change occurring too rapidly or frequently. A few advocated for less regulation to stimulate economic development and a few mentioned specific commercial enterprises that are desirable, such as grocery stores or renewable energy providers.

Policy-level feedback

Approximately 40 percent of respondents opted to provide policy-level feedback for this goal. Respondents were asked to select the top three policies they felt were most important. The results are summarized in Figure 8.⁵

⁵ The shading indicates three tiers of ranking: dark green shading indicates over 60 percent of respondents prioritized that policy and light green indicates over 40 percent prioritized that policy

Figure 8: Policy ranking for Current and Future Economic Land Use goal (N=42)

Policy	% ranked in top three
Create a series of distinct neighborhood hubs that include services and amenities such as child care, community centers, restaurants and fresh food sources to which residents can walk or bike.	62%
Make Downtown Milwaukie a regional destination with uses and amenities that capitalize on its proximity to the Willamette waterfront and multimodal transportation options.	43%
Adapt to industry trends and emerging technologies that have the potential to affect employment, land use, and infrastructure needs, such as automation, the sharing economy, autonomous vehicles and other future technological advances.	41%
Facilitate the development of housing that meets the needs of local employees across a wide range of price ranges and housing types.	38%
Incentivize the creation of community amenities such as green spaces and gathering places within commercial and employment areas.	33%
Provide additional flexibility for shared/flex spaces, co-working, artist space and other emerging and non-traditional uses in underutilized industrial areas.	21%
Develop strategies to help stabilize existing businesses in areas experiencing increased investment and redevelopment.	19%
Diversify the City's local businesses and traded sector industries in an effort to strengthen economic resiliency in the event of a natural or economic disaster.	17%
Coordinate the City's economic strategies and targeted industries with those in the Milwaukie Planning Area and surrounding communities.	14%
Focus industrial and manufacturing uses in the City's three major industrial and employment areas along Johnson Creek Blvd, Highway 99-E and Highway 224, with limited light manufacturing uses permitted in the City's mixed-use and commercial zones.	10%

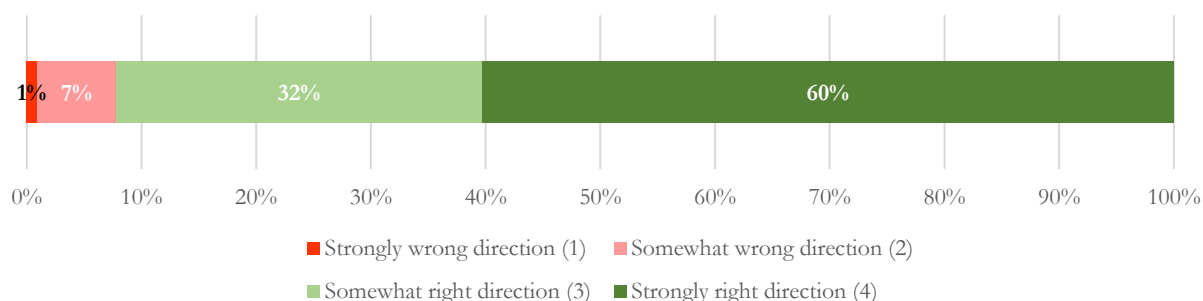
Almost two-thirds (62 percent) of respondents who provided policy-level feedback felt developing distinct neighborhood hubs should be top priority. This was the most popular policy by a margin of almost 20 percentage points. Around four in ten respondents said making downtown a regional destination, adapting to emerging technologies and facilitating the development of workforce housing were key policies. Focusing industrial use in the City's current major employment areas was selected by the fewest respondents (10 percent).

Goal: Economic Land Supply

Provide an adequate supply of land with access to reliable public services that meets the City's economic and employment needs.

Right direction/wrong direction

Approximately 92 percent of respondents said this goal statement is moving in the somewhat (32 percent) or strongly (60 percent) right direction (Figure 9). Eight percent said it is moving in the wrong direction.

Figure 9: Feedback on Economic Land Supply goal (N=116)

Nine respondents provided comments about why they felt the goal is not moving in the right direction. Several suggested more clarity is needed around the phrase “adequate supply of land,” and some asked whether additional, undeveloped land is available. One comment suggested focusing on “economic growth zones” instead. A few advocated for policies around multi-use and live-work spaces. Some linked the policies to infill development, expressing concerns about gentrification and density.

Policy-level feedback

Approximately 38 percent of respondents opted to provide policy-level feedback for this goal. Respondents were asked to select the top three policies they felt were most important. The results are summarized in Figure 10.

Figure 10: Policy ranking for Economic Land Supply goal (N=38)

Policy	% ranked in top three
Improve infrastructure and utilities throughout the City in a manner that facilitates greater economic development and prepares the City for potential disruptions to the power grid, food sources, and water/sewer system.	63%
Help businesses flourish in Milwaukie, either on their current site or on sites that provide more opportunity for growth and expansion.	58%
Support increased employment density in the City’s industrial and commercial areas through adaptive reuse, infill development and/or site intensification.	47%
Identify resources for and pursue the study and clean-up of brownfields and other contaminated sites.	45%
Maintain a database of the City’s vacant and re-developable employment land to help inform short-term and long-term economic growth.	39%
Assist existing and new employers in identifying and/or assembling properties that meet their needs and support community economic development goals.	21%
Accommodate more of the City’s projected employment growth within home-based businesses.	18%

The largest proportion of respondents ranked improving infrastructure and utilities to support economic development as a top priority (63 percent). Helping existing businesses flourish was also selected by over half of all respondents (58 percent). Just under half (47 percent) prioritized increasing employment density in existing industrial or commercial areas.

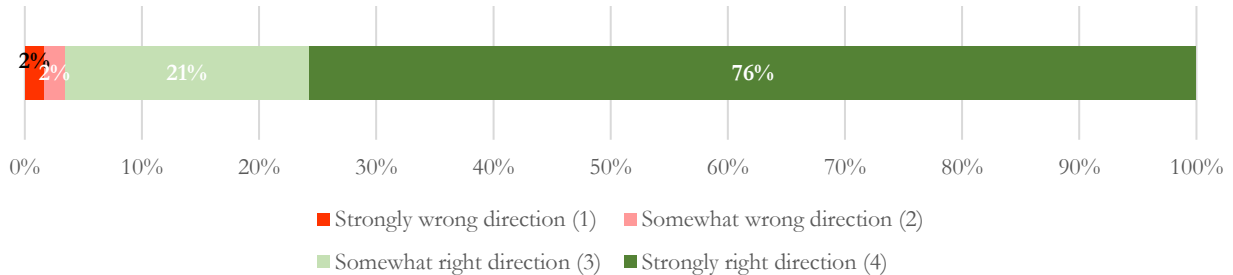
Goal: Workforce, Training and Collaboration

Help local businesses attract and develop a skilled workforce that positions Milwaukie to be one of the strongest economies in the region.

Right direction/wrong direction

The vast majority of respondents (96 percent) felt this goal was moving in the somewhat (21 percent) or strongly (76 percent) right direction (Figure 11).

Figure 11: Feedback on Workforce, Training and Collaboration goal (N=115)



Six respondents provided comments related to this goal. Comments discussed the infrastructure needed to attract businesses that bring in a skilled workforce, the need to emphasize inclusivity and diversity, potential of overregulation to drive away investors, and concerns about losing Milwaukie’s “small-town identity.”

Policy-level feedback

Approximately 38 percent of respondents provided policy-level feedback for this goal. Respondents were asked to select the top three policies they felt were most important. The results are summarized in Figure 12.

Figure 12: Policy ranking for Workforce, Training and Collaboration goal (N=39)

Policy	% ranked in top three
Attract and foster businesses that hire local residents and provide job training, continuing education opportunities and family-wage jobs for employees in a variety of different industries.	85%
Develop strategies to encourage entrepreneurship, business incubation, and the sharing of ideas and resources.	80%
Partner with state and regional agencies, local businesses, non-profits, and educational institutions to help provide the workforce and training needed to make Milwaukie businesses competitive in the region and beyond.	77%
Focus recruiting and marketing efforts on business that can capitalize on existing Milwaukie business clusters (groups of businesses in the same industry) or serve an identified community need.	51%

Most participants prioritized attracting and fostering businesses that hire and support local residents (85 percent); encouraging entrepreneurship (80 percent); and pursuing partnerships to provide workforce training (77 percent). Just over half (51 percent) felt the City should focus on recruiting businesses that serve an identified community need.

Urban Growth Management

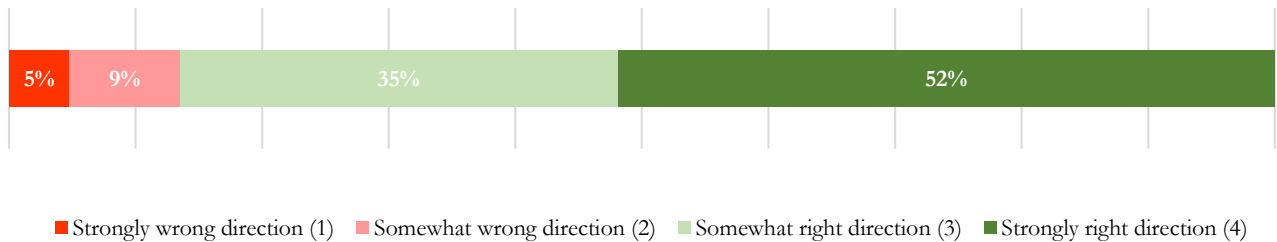
The Urban Growth Management chapter guides the process by which the City of Milwaukie plans for future growth in coordination with other regional and state policies. Respondents provided feedback on two goals related to Urban Growth Management out of four total proposed goals for this chapter. The goals not included in the survey were omitted to reduce survey fatigue and focus community feedback on less technical elements of this chapter. Feedback received on these two goals will be used to inform revisions to the more technical goals.

Goal: Annexation

Annex lands within the Milwaukie Planning Area.

Right direction/wrong direction

Around 87 percent of respondents felt this goal is moving somewhat (35 percent) or strongly (52 percent) in the right direction (Figure 13).

Figure 13: Feedback on Annexation goal (N=104)

Eight respondents provided comments about why they felt the goal was not heading in the right direction. Several felt the language of the goal was unclear and the purpose of annexation should be defined. Some expressed concerns about the impact of annexation on Milwaukie's identity, services and quality of life. One respondent said Oak Grove should not be included and another stated the MAX occupies too much area.

Policy-level feedback

Approximately 40 percent of respondents provided policy-level feedback for this goal. Respondents were asked to select the top three policies they felt were most important. The results are summarized in Figure 14.

Figure 14: Policy ranking for Annexation goal (N=36)

Policy	% ranked in top three
Ensure that annexation programs respect Milwaukie's community identity and do not result in a diminished level of service for current Milwaukie residents.	75%
Require annexation where properties receive or utilize City services.	61%
Maintain a proactive annexation program that encourages and promotes annexation to the City of Milwaukie	47%
As part of the overall annexation program, prioritize annexation of properties that are surrounded by land within the incorporated city limits.	47%
Develop annexation plans and consider the use of financial and service incentives to promote annexation of land within the MPA.	33%
Support City annexation of property within the MPA and oppose annexation of land within the MPA by another city.	17%

Most respondents who provided policy-level feedback prioritized ensuring annexation programs respect Milwaukie's identity (75 percent) and requiring annexation where properties receive City services (61 percent). Opposing annexation of land within the Milwaukie MPA by other cities was identified by the fewest number of respondents (17 percent).

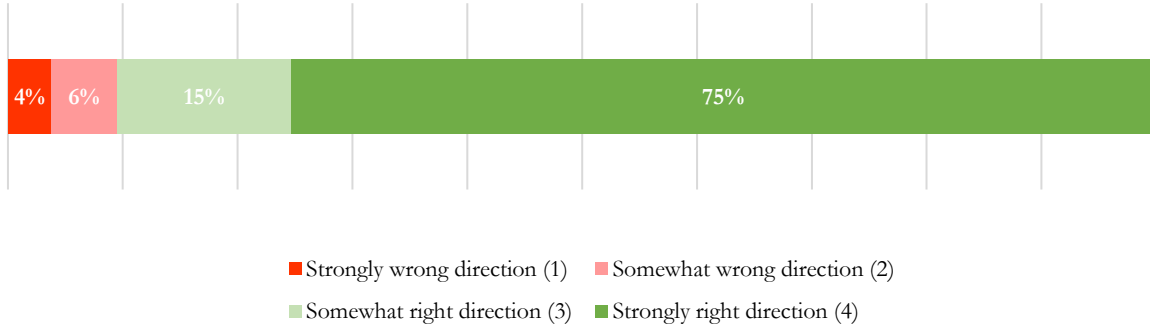
Goal: Urban Form

Ensure that the City of Milwaukie maintains an urban form that supports a highly livable community and the efficient use of land and resources.

Right direction/wrong direction

Approximately 90 percent of respondents indicated this goal is moving in the somewhat (15 percent) or strongly (75 percent) right direction (Figure 15). Ten percent said it is moving in the wrong direction.

Figure 15: Feedback on Urban Form goal (N=105)



Nine respondents who felt this was not moving in the right direction provided comments. Most of these respondents expressed concern about Milwaukie becoming too urban and losing its “small-town feel.” Others expressed concern about equity not being mentioned, the need for a definition of “urban form,” the need for more parking and grocery stores, and concerns about whether annexation is realistic.

Policy-level feedback

Approximately 41 percent of respondents provided policy-level feedback about urban form. Respondents were asked to select the single policy they felt was most important. The results are summarized in Figure 16.

Figure 16: Policy ranking for Urban Form goal (N=38)

Policy	% ranked as top policy
Support and implement key aspects of the Metro 2040 Growth Concept for Milwaukie and the surrounding area (see map) that help protect resource lands outside of the regional urban growth boundary (UGB) and achieve an efficient and transit-friendly urban form inside the UGB.	58%
To use land more efficiently, encourage infill on underutilized parcels and encourage intensification or redevelopment of land and buildings in the downtown, mixed use districts, and areas designated for commercial, industrial or employment use.	42%

Respondents prioritized these two policies fairly similarly, with slightly more (58 percent) prioritizing supporting the Metro 2040 Growth Concept for Milwaukie over encouraging infill and intensification (42 percent).

Community Engagement

Respondents were invited to provide feedback on three goals and associated policies related to Community Engagement. The Community Engagement chapter of the Comprehensive Plan recognizes the need to encourage and provide opportunities for community members to participate in all phases of the planning process, to keep the public informed, and to open lines of communication between the City and the community.

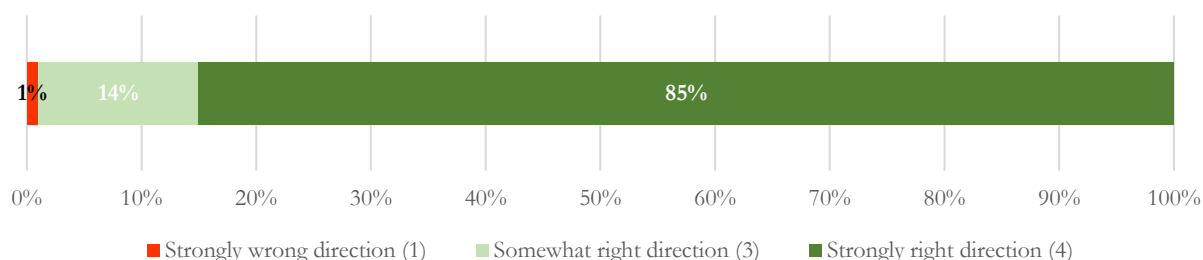
Goal: Foster Broad and Collaborative Community Participation

Implement and encourage practices that increase community participation by providing thorough information, consulting with the community, and fostering collaborative partnerships.

Right direction/wrong direction

Almost all respondents (99 percent) said this goal is moving in the somewhat (14 percent) or strongly (85 percent) right direction. (Figure 17). Only one respondent said this goal was moving in the wrong direction.

Figure 17: Feedback on Foster Broad and Collaborative Community Participation goal (N=100)



Two respondents provided comments on the direction of this goal. One said communication is often a “one-way street” and opportunities for meaningful interaction are important. The other said public processes should help bring opposing sides together to work toward a shared benefit.

Policy-level feedback

Approximately 43 percent of respondents provided policy-level feedback for this goal. Respondents were asked to select the top three policies they felt were most important (Figure 18).

Figure 18: Policy ranking for Foster Broad and Collaborative Community Participation goal (N=36)

Policy	% ranked in top three
Keep the community informed of opportunities for involvement using a range of outreach tactics that may include media, presenting information at fairs and events, and direct outreach to existing organizations.	81%
Generate interest and encourage diverse participation in City committees and commissions through broad outreach.	61%
Ensure publications and printed materials regarding current issues and proposed policies are readily accessible for all ages and abilities, allowing for dialogue between policy-makers and the community.	56%
Enhance and extend community involvement by using emerging technologies, methods and techniques.	56%
Improve outreach to Milwaukie’s commercial and employment areas by creating specialized assistance to property owners, tenants, and employees.	36%

By a margin of 20 percentage points, respondents said keeping the community informed of opportunities for involvement through a range of tactics is a top priority (81 percent). The second most prioritized policy was encouraging diverse participation in City committees and commissions (61 percent). Improving outreach to Milwaukie’s commercial and employment areas was the least selected priority (36 percent).

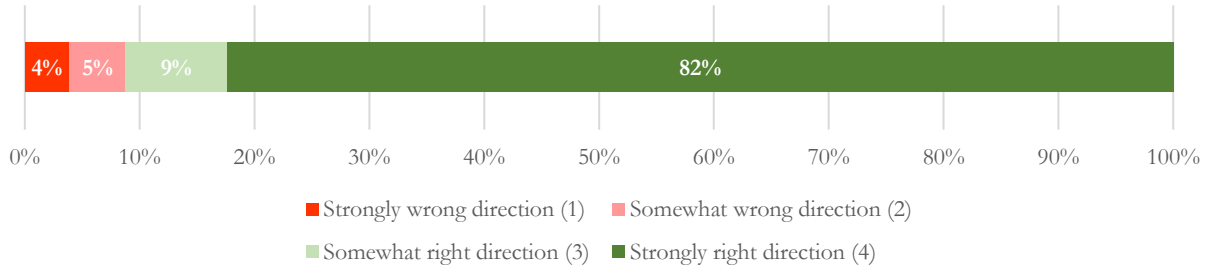
Goal: Promote Inclusion and Diversity

Involve a diverse cross-section of the community in community events and decision making, including people from a variety of geographic areas, interest areas, income, races, ethnicity, genders, sexual orientations, and all ages and abilities.

Right direction/ wrong direction

Most respondents (91 percent) said this goal is moving in the somewhat (9 percent) or strongly (82 percent) right direction. (Figure 19). Nine percent felt it was moving in the wrong direction.

Figure 18: Feedback on Promote Inclusion and Diversity goal (N=102)



Eight respondents provided comments as to why the goal may not be heading in the right direction. Several noted a “variety of geographic areas” should be more specific and Milwaukie-focused. Some said this is not the job of the government. Several suggested there are barriers to participation for many groups and suggested the goal focus on addressing historic inequities and “inviting” or “encouraging” involvement, rather than assuming these groups will participate.

Policy-level feedback

Approximately 49 percent of respondents provided policy-level feedback for this goal. Respondents were asked to select the top policy they felt was most important (Figure 20).

Figure 20: Policy ranking for Promote Inclusion and Diversity goal (N=43)

Policy	% ranked as top policy
Build engagement across Milwaukie’s diverse communities by notifying and facilitating participation in all City-related activities.	49%
Seek public input on major land use issues or City policy decisions through existing community organizations, such as faith groups, business associations, school districts, non-profits, service organizations and other bodies to encourage broad participation.	37%
Provide information to the community in multiple languages where appropriate	14%

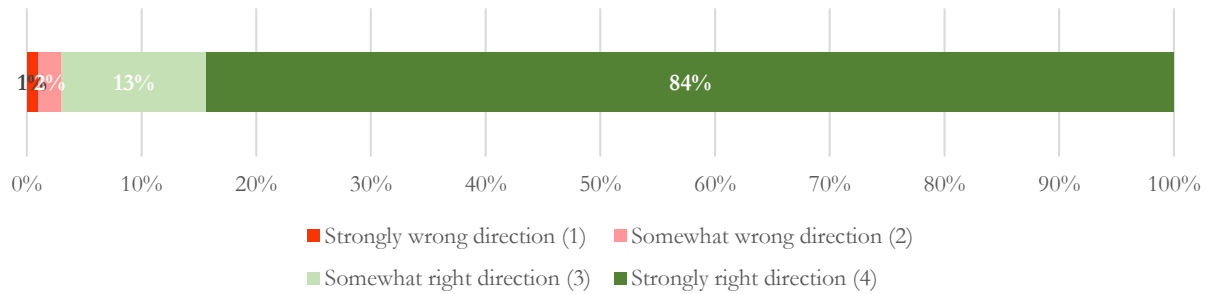
Almost half (49 percent) of respondents identified building engagement across Milwaukie’s diverse communities as the top policy within this goal.

Goal: Maintain Transparency and Accountability

Ensure transparency and accountability in City and land use policy decision-making by maintaining access to City leadership and a commitment to equitable engagement practices.

Right direction/ wrong direction

Almost all respondents (97 percent) said this goal is moving in the somewhat (13 percent) or strongly (84 percent) right direction. (Figure 21). Three percent felt it was moving in the wrong direction.

Figure 21: Feedback on Maintain Transparency and Accountability goal (N=102)

Three respondents provided comments on this goal. One suggested the City track and present data measuring performance on an online platform for community members and businesses to view. Another suggested some City decisions should be made without community input, such as code enforcement. One person expressed concern about favoritism.

Policy-level feedback

Approximately 44 percent of respondents provided policy-level feedback for this goal. Respondents were asked to select the top two policies they felt were most important (Figure 22).

Figure 22: Policy ranking for Maintain Transparency and Accountability (N=36)

Policy	% ranked in top two
Prioritize funding in the planning and City budget to support inclusive community engagement and participation.	64%
Evaluate the success of community involvement activities regularly and make results available to the community.	53%
Establish a Comprehensive Plan Advisory Committee (CPAC) to assist in periodic review or major updates of the Plan.	42%
Recognize the Planning Commission as the City's Community Involvement Advisory Committee (CIAC) to evaluate community involvement practices annually.	25%

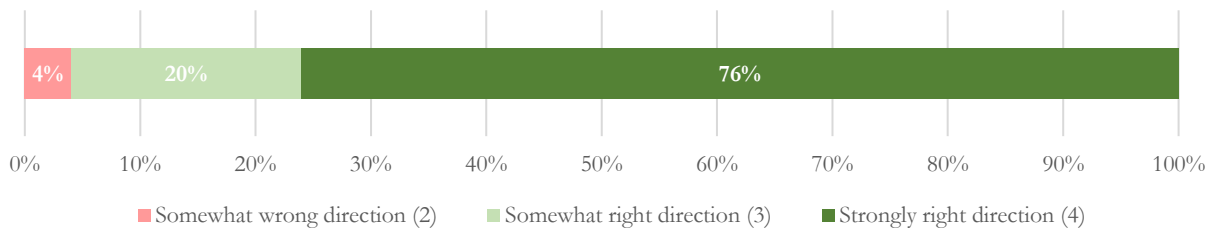
Around two-thirds of respondents (64 percent) identified prioritizing funding for inclusive community engagement as a top priority. Just over half (53 percent) selected evaluating the success of community engagement activities, while 42 percent said periodic review of major plan updates by the CPAC is a key policy.

Goal: Uphold Neighborhood District Associations

Continue to support, inform, consult, and empower community members through the Milwaukee Neighborhood District Associations (NDAs).

Right direction/wrong direction

Almost all respondents (96 percent) said this goal is moving in the somewhat (20 percent) or strongly (76 percent) right direction. (Figure 23). Four percent said it was moving in the somewhat wrong direction, and no one selected the strongly wrong direction.

Figure 23: Feedback on Uphold NDAs goal (N=100)

Six respondents provided comments on the direction of this goal. Most indicated NDAs may not be the best way to foster community engagement as they can be restrictive, accessible only to those who can attend meetings and are not always proactive. Commenters argued other outlets are needed in addition to NDAs. One respondent suggested NDA City liaisons should be reinstated.

Policy-level feedback

Approximately 48 percent of respondents provided policy-level feedback for this goal. Respondents were asked to select the top two policies they felt were most important (Figure 24).

Figure 24: Policy ranking for Uphold NDAs goal (N=41)

Policy	% ranked in top two
Provide opportunities for NDAs to give relevant and effective testimony to the City Council and Planning Commission on matters affecting their neighborhoods.	59%
Encourage and support NDA leadership to develop and implement strategies to nurture new leaders and increase participation while intentionally reflecting the diversity in each neighborhood.	56%
Notify NDAs and solicit feedback on proposed land use actions and legislative changes as required by ordinances.	44%
Assist NDAs by providing financial assistance, subject to budgetary allocations as approved by the City Council.	25%

Just over half of respondents who provided policy-level feedback said providing opportunities for NDAs to testify to City Council or Planning Commission (59 percent) and nurturing new leaders and participants (56 percent) are top priorities within this goal.

History, Arts and Culture

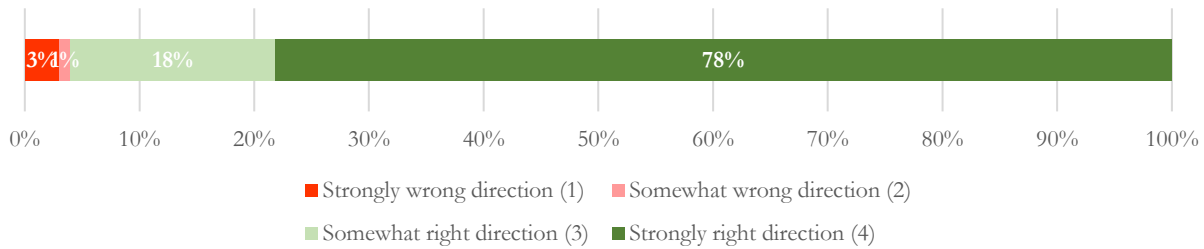
Respondents provided feedback on three proposed goals and their related policies within the History, Arts and Culture section. The History, Arts and Culture chapter of the Comprehensive Plan will recognize the connections between the arts, our pasts, and our future, and support the Milwaukie Community Vision goal to “inspire the public to be engaged with the city’s past and future.”

Goal: Milwaukie’s Heritage

Research, celebrate, document, and protect Milwaukie’s unique and diverse historic, archaeological, and cultural heritage.

Right direction/wrong direction

Almost all respondents (96 percent) said this goal is moving in the somewhat (18 percent) or strongly (78 percent) right direction. (Figure 25). Four percent said it was moving in the somewhat or strongly wrong direction.

Figure 25: Feedback on Milwaukie's Heritage goal (N=101)

Six respondents provided comments on the direction of this goal. A few expressed concerns that City resources should not be spent on preserving history and that preservation may hinder development. Others suggested historic preservation should not be prioritized at the expense of increasing diversity or supporting climate change initiatives. One person said it is unlikely community members will have control over demolition of historical sites.

Policy-level feedback

Approximately 40 percent of respondents provided policy-level feedback for this goal. Respondents were asked to select the top three policies they felt were most important. The results are summarized in Figure 26.

Figure 26: Policy ranking for Milwaukie's Heritage goal (N=41)

Policy	% ranked in top three
Recognize the Milwaukie area's indigenous cultures, people, and history that existed prior to the establishment of the city.	59%
Encourage the restoration and maintenance of historic resources for both continuing uses and the adaptive reuse of properties.	35%
Work with local residents, businesses, and organizations to document and preserve Milwaukie's diverse history.	32%
Ensure that historic preservation and documentation programs acknowledge and are representative of all cultures and time periods in Milwaukie's history.	30%
Ensure the City processes for inventorying, altering, removing, or demolishing historic and cultural resources remain consistent with state and federal criteria as well as community priorities.	27%
Maintain an official inventory of Milwaukie's historic and cultural resources.	27%
Encourage appropriate memorialization of historic sites, objects, or structures through signs or plaques which convey the historic significance of a resource.	24%
Follow all state and federal regulations for identifying and protecting archaeological resources.	21%
Pursue private and public sources of funding for use by property owners in the renovation and maintenance of historic or cultural resources.	12%
Coordinate historic preservation activities with the Milwaukie Historical Society and the Oregon State Historic Preservation Office.	12%
Provide educational materials and information regarding preservation to property owners and other interested persons.	3%
Regularly update the inventory as additional properties become eligible and are nominated for designation.	3%

Recognizing Milwaukie's indigenous communities was seen as a top priority by the greatest percentage of respondents (59 percent) by a margin of 24 percentage points. Around a third of respondents prioritized policies related to adaptive reuse (35 percent), working with partners to preserve history (32 percent) or

ensuring that historic preservation is representative of all cultures and time periods (30 percent). Providing preservation information to property owners and updating the historical designation inventory were the least prioritized policies (3 percent respectively).

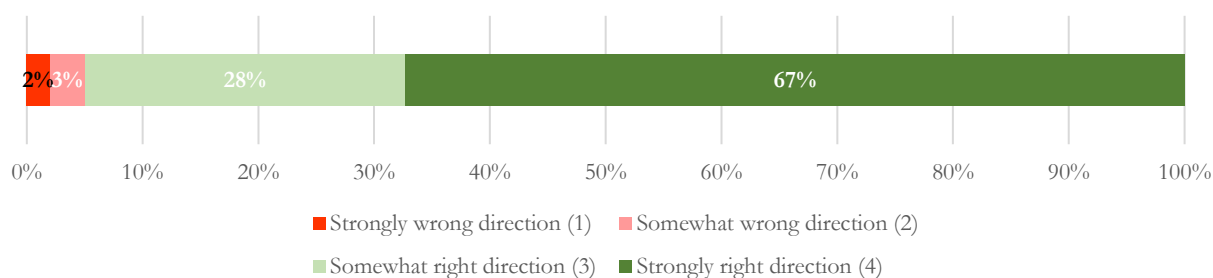
Goal: Art that Reflects the Community

Collaborate with community partners to create art and programs that reflect Milwaukie's diversity.

Right direction/ wrong direction

Most respondents (95 percent) said this goal is moving in the somewhat (28 percent) or strongly (67 percent) right direction (Figure 27). Five percent said it was moving in the somewhat or strongly wrong direction.

Figure 27: Feedback on Art that Reflects Community goal (N=101)



Four respondents provided comments on the direction of the goal. Comments discussed prioritizing local artists, “inclusion” as a more relevant concept than “celebrating diversity,” support for adding murals downtown, and whether art is a prudent expenditure of taxpayer money.

Policy-level feedback

Approximately 43 percent of respondents provided policy-level feedback for this goal. Respondents were asked to select the top three policies they felt were most important (Figure 28).

Figure 28: Policy ranking for Art that Reflects Community goal (N=36)

Policy	% ranked in top three
Provide opportunities and programs for public art to be located throughout Milwaukie.	50%
Incentivize development sites to include spaces conducive to public events, community gathering, and the provisions of public art.	50%
Encourage and support arts education in Milwaukie schools and other community organizations.	47%
Support a wide variety of community events that integrate the arts, showcase Milwaukie's diverse culture and history, and bring recognition and visitors to Milwaukie.	44%
Promote visual arts as a means of defining vibrant public and private spaces and neighborhood identity.	33%
Encourage a diverse range of community event types and event participants throughout Milwaukie by reducing barriers for holding community events.	31%
Commission art that reflects the diversity of Milwaukie's community.	25%

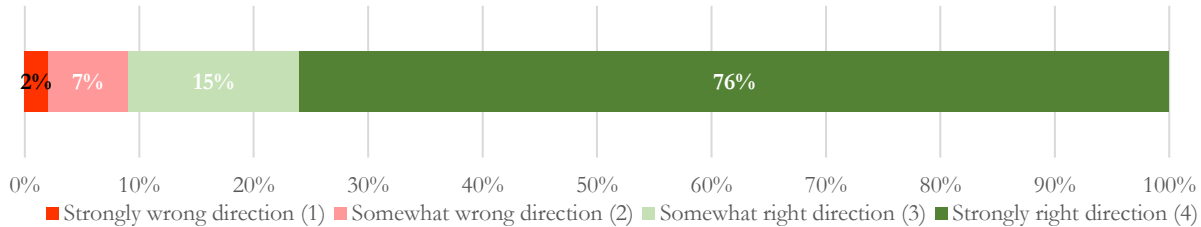
Around half of respondents who provided policy-level feedback prioritized providing opportunities for more public art throughout the city (50 percent), incentivizing development sites to include art spaces (50 percent), encouraging art education (47 percent) and supporting community events that showcase Milwaukie's diversity (44 percent). Commissioning art that reflects Milwaukie was the least prioritized policy (25 percent).

Goal: Fostering Creative Spaces

Encourage the development of creative spaces throughout Milwaukee.

Right direction/wrong direction

Most respondents (91 percent) said this goal is moving in the somewhat (15 percent) or strongly (76 percent) right direction (Figure 29). Nine percent said it was moving in the somewhat or strongly wrong direction.

Figure 29: Feedback on Fostering Creative Spaces goal (N=100)

Seven respondents provided comments on the direction of this goal. Some stated the City should prioritize job creation and limit tax payer spending in this area, instead relying on the market to provide these spaces. Others discussed parks, with one comment advocating for a dog park. One comment said the term “creative spaces” needs to be clearly defined.

Policy-level feedback

Approximately 47 percent of respondents provided policy-level feedback for this goal. Respondents were asked to select the top policy they felt was most important (Figure 30).

Figure 30: Policy ranking for Fostering Creative Spaces goal (N=39)

Policy	% ranked as top policy
Assist in the identification of properties with the potential for artists and other creative spaces which are financially, geographically, and spatially accessible.	39%
Partner with the Arts Committee (artMOB), local organizations, and educational institutions to market Milwaukee as a place that values the arts.	39%
Make visual and performing art spaces more accessible to a diverse range of artists and residents throughout Milwaukee.	23%

Around a third of respondents prioritized identifying properties with potential to be creative spaces (39 percent) and partnering with local groups to market Milwaukee as an arts center (39 percent). Approximately a quarter selected making art spaces accessible to a diverse range of people (23 percent).

Conclusions and next steps

City staff and CPAC members will utilize the feedback from the online survey to refine draft goal and policy language. Additional online engagement opportunities will be available in subsequent planning blocks, and the City will continue to work to improve its community engagement efforts, especially for underrepresented groups.

Key lessons learned through this engagement effort that will inform future outreach include:

- Email and social media are helpful tools for disseminating online engagement opportunities.
- More direct engagement of low-income, non-white and younger community members is needed.
- Goals and policies should be written in plain language and avoid jargon.
- A significant proportion of respondents are interested in providing policy-level feedback, but not all prefer that level of granularity. Providing an option worked well for survey takers.

Appendix A: Summary of goal-level feedback (chart)

Figure A1: Summary of goal-level feedback

